

Part 1. Consultation. I have reviewed this plan and have been consulted on	SES
Executive's Name (Last, First, MI); Stefan Silzer,	
Executive's Signature:	Appraisal Pd. 10/1/13 – 9/30/14
J4000 /02	Date: /2/18/13
Title: Director, Office of Financial Management	Organization: OCFO
Rating Official's Name (Last, First, MI): BLoom, David A.	CA NC LT/LE
Rating Official's Signature:	Date: 12/20/2013
Part 2. Progress Review	
Executive's Signature:	Date: (1) uni la più
Rating Official's Signature:	Date: 4/14/2014
Reviewing Official's Signature (Optional):	Date: 7/11/2019
Part 3. Summary Rating (b) (6)	
(b) (d	
Initial Summary Rating Outstanding Commendable Effective	Needs Unsatisfactory
	Improvement
Rating Official's Name (Last, First, MI): Bloom, David A	
Rating Official's Signature:	Date: 10/23/14
Executive's Signature:	Date: 10/03/11/1
Reviewing Official's Signature (Optional):	Date:
Higher Level Review (if applicable)	
☐ I request a higher level review. Executive's Initials:	Date:
Higher Level Review Completed	
Higher Level Reviewer Signature:	(b) (6)
Performance Review Board Recommendation	
PRB Chair Signature:	
Annual Summary Rating	
Appointing Authority Signature:	Date:
Part 4. Derivation Formula and Calculation of Annual Summary Rating	
Element Rating Sco	re
Critical Element Initial (if changed) Weight Initial (i	Final
!. Leading Change (b) (6) Weight Initial (if changed) Weight (b) (6) (b) (6)	f changed) Summary Level Ranges
. Leading People 20	475-500 = Level 5
. Business Acumen 10	400-474 = Level 4
Building Coalitions 10	300-399 = Level 3
Results Driven 50	200-299 = Level 2
otal 100%	Any CE rated Level 1 = Level 1

Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

Element	Rating	Level	Points
LICITICITE	Maring		

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points



										100000000000000000000000000000000000000	
Part 1. Consultation.	I have revi	ewed this plan	and have bee	n consulted	d on its d	evelopi	nent.				
Executive's Name (Last, First, M): Stefan Silzer							Appr	aisal Pd.	10/1/	13 – 9/30/14	
Executive's Signature:								Date: /2/18/13			
Title: Director, Office	of Financia	l Management					Orga	nization:)	
Rating Official's Name	(Last, First,	MI):	BLoom, Di	Avid A.			CA	NC 🗌	LT/LE	: 🔲	
Rating Official's Signat	ure:	1 all to	5)				Date:	12/20	/20	13	
Part 2. Progress Review											
Executive's Signature:	A)	the de	1				Date:	4/14	1/20	14	
Rating Official's Signatu	ure:		2				Date:	4/14	100	14	
Reviewing Official's Sig	nature (Op	tional):					Date:				
Part 3. Summary Ratir	g			(b)	(6)						
	5.8										
Initial Summary Rating	Outstan	ding	mmendable	Effecti	ve	153	veeas mprove	ement	Uns	satisfactory	
Rating Official's Name (Last, First,	MIX Blood	n Davi	JA			•				
Rating Official's Signatu	/	5.0m	1		_		Date:	10/2	3/	14	
Executive's Signature:		thete	M	\wedge			Date: 10/23/14 Date: 10/23/14				
Reviewing Official's Sign	nature (Opt	ional):					Date:	101	31		
Higher Level Review (if	applicable)										
☐ I request a higher le	vel review.	Executive's I	nitials:		3		Date:				
Higher Level Review Co	mpleted				74		Date:				
Higher Level Reviewer S	ignature:					·					
Performance Review Bo	oard Recom	mendation	Level	5 🔲 1	Level ⁻ 4	Le	evel 3	Leve	2 او	Level 1	
PRB Chair Signature:								Date:			
Annual Summary Ratin	g		Level	5 🔲 ι	Level 4	Le	evel 3	Leve	12	Level 1	
Appointing Authority Sig	gnature:							Date:			
Part 4. Derivation Form	ula and Ca	Iculation of An	nual Summa	ry Rating							
	Elem	ent Rating			Score						
Critical Element	Initial	Final (if changed)	Weight	Initial	Fir (if cha			ummary	Level	Ranges	
1. Leading Change	(b) (6)	ur changeu)	Weight Initial (if changed) Summary Level Ranges 10 (b) (6)							Natiges	
2. Leading People			20 475-500 = Level 5								
3. Business Acumen			10 400-474 = Level 4								
4. Building Coalitions			10					300-399			
5. Results Driven			50				Δην	200-299 CE rated I		NO. OF THE PARTY OF	
Total Any CE rated Level 1 = Level 1								I - FCACLI			

F		Name		10
- Var	I ITIVA	Mama	ana	11.1.

Stefan Silzer

Appraisal Period: 10/1/13 - 9/30/14

Critical Element 5. Results Driven

(Minimum Weight 20%)

o) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

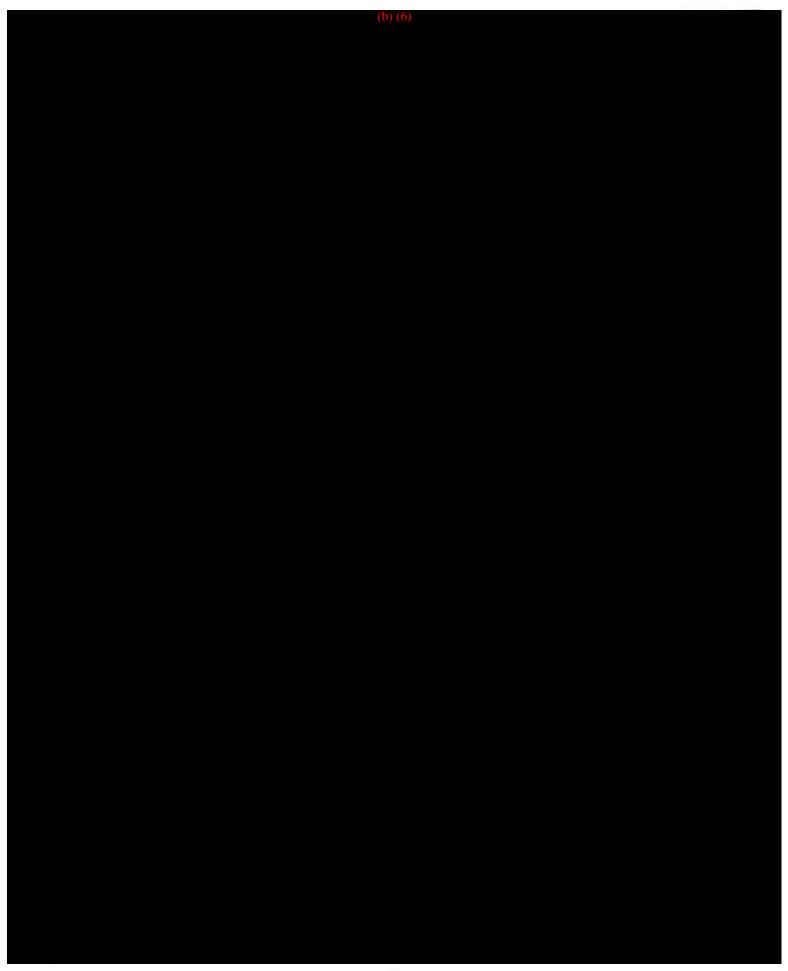
Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

performance requirement specified.	
	(b) (6)
Rating Official Narrative:	
	(b) (6)
Critical Element Rating – Results Driven	

Executive Name and ID: Stefan Silzer	Appraisal Period: 10/1/13 – 9/30/14
Critical Element 5. Results Driven – Overflow page for up t	o 8 more performance requirements; Calibri 10 font required.
	(b) (6)
promoting professional acticiopment and emporential assess	
Part 6: Summary Rating Narrative (Mandatory) Superviso	r must provide comment for all ratings.
	(b) (6)

Stefan Silzer

(b) (6)	



Section E		Senior Execut	tive Devel	opme	ent Plan			=== 0
Employee Name	(Last, First, I	MI)		Perform	nance Period			
	Silzer, St	efan		From:	Jan. 1, 2013			ec. 31, 2014
Long Term Goal:		(b) (6)	Short Term Goal:			((b) (6)	
Career Go	oals & D	evelopment Objectives		Speci	fic Devel	opme	nt Acti	vities
	Goals	s/Objectives (b) (6)		Α	ctivity			Time Frame
								2013/2014
								2013/2014
								2013/2014
								2013/2014
								=
		Employee /	s	uperviso	or		Appro	oving Official
Discussion and approval of the Individual Deve		Signature	Signature			Signa	iture	
Plan.	TO THE POST OF THE PARTY OF THE	Date 1/7/13	Date	17/	lle	Date		

Critical Element 1. Leading Change

(Minimum weight 5%)

(b) (6)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements Not used at this time.

Rating Official Narrative:

(b) (b)

Critical Element Rating – Leading Change

Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

Rating Official Narrative:

(0) (0

(b) (t

Critical Element Rating - Leading People

Critical Element 3. Business Acumen

(Minimum weight 5%)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative: (b) (6)

Critical Element Rating – Business Acumen

(Minimum weight 5%)

Critical Element 4. Building Coalitions

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

Not used at this time.

Rating Official Narrative:

Critical Element Rating – Building Coalitions



Part 1. Consultation. 1 h	ave review	ed this plan a	nd have been	consulted	on its developm	ent.	Ware mental track			
Executive's Name (Last, First, MI): Joshua Baylson						Appraisal Pd. 1	10/1/13 – 9/30/14			
Executive's Signature:	X	ulure /	rank			Date: 12/18	3/2013			
Title: Associate Chief F			7			Organization:				
Rating Official's Name (Lo	ast, First, N	11):	BLoom, i	David A		CA NC	LT/LE 🗌			
Rating Official's Signature	e: (/	dOF.	2			Date: 12/20	0/2013			
Part 2. Progress Review										
Executive's Signature:						Date:				
Rating Official's Signature	2:					Date:				
Reviewing Official's Signa	ture (Optio	onal):				Date:				
Part 3. Summary Rating				(b)	(6)					
Initial Summary Rating	Outstand	ing Cor	mmendable	Епести	ve iv	ieeas nprovement	Unsatisfactory			
Rating Official's Name (Lo	ist, Eirst, N	11): Bloom	~ Daw.	JA.						
Rating Official's Signature	(N	2030				Date: 11/3/14				
Executive's Signature:						Date:				
Reviewing Official's Signature (Optional):						Date:				
Higher Level Review (if a	pplicable)									
I request a higher leve	el review.	Executive's I	nitials:			Date:				
Higher Level Review Com	pleted				(b)	Date:	CHE CONTROL OF CONTROL			
Higher Level Reviewer Sig	nature:				(b) ((0)				
Performance Review Boo	rd Recom	nen du tion								
PRB Chair Signature:	N	ental	1							
Annual Summary Rating	100	0								
Appointing Authority Sign	ature:	ma	w	\		Date:				
Part 4. Derivation Formu	la and Cal	ulation of An	nual Summai	ry Rating	Bales (Sea	and pair a real				
	Eleme	nt Rating			Score					
Critical Element	Initial	Final (if changed)	Weight	Initial	Final (if changed)	Cumman	Lovel Panges			
1. Leading Change	(b) (6)	(ii changeu)	10	(b) (6)			Level Ranges			
2. Leading People			20			W	0 = Level 5			
3. Business Acumen			10			1	4 = Level 4 9 = Level 3			
4. Building Coalitions			10				9 = Level 2			
5. Results Driven Total			50 100%			commence and a second	Level 1 = Level 1			
TOTAL		. 64	100%			//2				

Joshua Baylson

Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

Element Rating Level Points	
	Level 5 = 5 points
	Level 4 = 4 points
	Level 3 = 3 points
	Level 2 = 2 points
	Level 1 = 0 points



Part 1. Consultation.	I have reviewed t	his plan	and have bee	en consult	ed on its	develop	ment.			
Executive's Name (Las	t, First, MI): Jos	hua Bayl	son				App	raisal Pd.	10/1	/13 – 9/30/
Executive's Signature:		Date: 12/18/2013								
Title: Associate Chie	f Financial Officer	m	,					nization:		
Rating Official's Name	(Last, First, MI):		Bloom,	David	A.		CA [NC 🗌	LT/L	E 🗌
Rating Official's Signat		Date	: 12/20	0/2	013					
Part 2. Progress Revie	w				.0	8 8	39			
Executive's Signature:							Date	1		
Rating Official's Signati	ure:						Date			
Reviewing Official's Sig	nature (Optional)	:	78				Date			
Part 3. Summary Ratir	ng T				(b) (6)					
Initial Summary Rating	Outstanding	CC	пппепааріе	Епес	tive		Needs		Un	satisfactory
Rating Official's Name (Last, First, MI):	13/20	5	1 1			Improv	ement		
Rating Official's Signatu	/	156		19, 74			Date:	11/=	2/1	Ч
Executive's Signature:	Noc	× 4					Date:			
Reviewing Official's Sigr	nature (Optional):						Date:			
Higher Level Review (if	applicable)						1			
I request a higher le		cutive's I	nitials:		-		Date:			
Higher Level Review Cor			11				Date:			
Higher Level Reviewer S										
Performance Review Bo	ard Recommend	ation	Level	5	Level 4	ПП	evel 3	Leve	12	Level 1
PRB Chair Signature:					Level		evers	Date:	12	rever 1
Annual Summary Rating	7		Level	5	Level 4		evel 3	Leve	12	☐ Level 1
Appointing Authority Sig				, <u> </u>	LCVCI4		evel 3	Date:	12	rever 1
Part 4. Derivation Form		on of An	nual Summa	ny Pating				Date.		
	Element Ra		Tradi Sarrina	y Nating	Score	-				
120	Fi	nal			Fir	nal				
Critical Element Leading Change	Initial (if ch	anged)	Weight	Initial (b)	(if cha	nged)	S	ummary L	evel.	Ranges
. Leading Change			20	(-)				475-500	= 1 0	vel 5
. Business Acumen										
. Building Coalitions	1.1		10					300-399		
. Results Driven			50					200-299	= Lev	vel 2
「otal			100%				Any	CE rated L	evel :	1 = Level 1
		-		_						

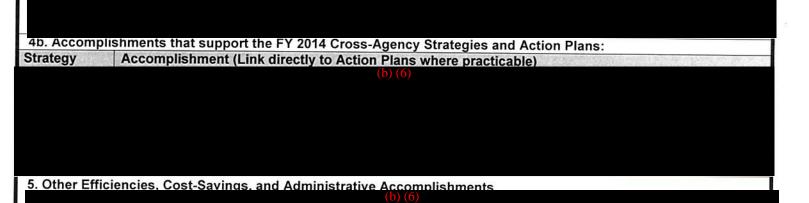


1.

United States Environmental Protection Agency
Organizational Assessment of Performance
Organization OCFO 2. Fiscal Year: 2014

3.	(b) (6)
•	
•	
•	
•	
	, , , , , , , , , , , , , , , , , , , ,
4.	Performance Reporting

4. Performance F	Reporting		 -
		dicators (KPIs), including Agency Priority Goals (APGs):	
Measure area/ topic (Regions may structure by NPM)	Overall status: Will meet/exceed/ not meet FY 2014 targets?	Explanation of performance results - one line is NOT required for each measure. → NOTE: If no target is available discuss significant progress, etc.	
		(b) (6)	



Rating Official Narrative:

(0) (0

Critical Element Rating - Leading People

Joshua Baylson

Appraisal Period: 10/1/13 - 9/30/14

(Minimum weight 5%)

(b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

Critical Element Rating - Building Coalitions

Critical Element 3. Business Acumen

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:		
	(b) (6)	
Critical Element Rating – Business Acumen		
Critical Element 4. Building Coalitions	(Minimum weight 5%)	(b) (6)
parties to maximize input from the widest range diverse groups and strengthen internal and exter convincing manner and negotiates with individual professional network with other organizations ar organization.	external stakeholders or customers. Coordinates with appropriate stakeholders to facilitate an open exchange real support. Explains, advocates, and expresses facts and ils and groups internally and externally, as appropriate. De and identifies the internal and external politics that affect the	deas in a velops a
Agency-Specific Performance Requirements		
Not used at this time.		
9		
		1
2	4) (2)	
Rating Official Narrative:	(b) (6)	
	(b) (6)	

Executive	Name	and	ID:	Joshua	Bay	/Ison
-MCCGGITC		uiiu		Josinau	Du	1301

Critical Element 5. Results Driven

Critical Element Rating – Results Driven

(Minimum Weight 20%)

b) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Rating Official Narrative:		(b) (6)		

Executive Name and ID:	Joshua Baylson	Rating Period: 10/1/13 – 9/30/14
Part 7: Executive's Accomplishing	nent Narrative – Executive must provide narrativ	ve for all Critical Elements and EEO and
Diversity within the 2 pages prov	ided. Calibri 10 font required. (b) (6)	

Section E		- 10 				
	Senior Execu	tive Deve	lopme	nt Plan		
Employee Name (Last, Firs	st, MI) Baylson, Josi	nua C.	Performance Period			
	(b) (6)		From:	January 201	(b) (6)	December 2014
Long Term Goal:		Short Term Goal:			(6) (6)	
Career Goals &	Development Objectives		Specifi	ic Develo	pment A	ctivities
Goa	als/Obiectives (b) (6)		۸۵	tivity		Time Frame
						2013-2014
						2013-2014
						2013-2014
						2013-2014
						2013-2014
	Employee	Sı	pervisor	T	Ann	roving Official
Discussion and/or approval of the ndividual Development	Signature	Signature	Zwell	e s	Signature	.cig Omolai
Plan.	Date 12/13/2012	Date (2/1	3 (2012	2	Date	



1 Culto								SES
Executive's Signature: Title: Acting Deputy CFO Rating Official's Name (Lost, First, MI): FRDEKLICK MARYNN CA NC LT/LE Rating Official's Signature: Part 2. Progress Review Executive's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Signature: Executive's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Signature: Executive's Signature: Executive's Signature: Date: Initial Summary Rating Initial Summary Rating Date: Initial Summary Rating Initial Summary Rating Appointing Authority Signature: Performance Review Board Recommendation PRB Chair Signature: Performance Review Board Recomme	Part 1. Consultation. I hav	e reviewed this plan o	and have bee	n consulted o	n its develop	ment.		
Executive's Signature: Title: Acting Deputy CFO Rating Official's Name (Lost, First, MI): FROENLICK, MARYANN CA NC LT/LE Date: 12/20/13 Part 2. Progress Review Executive's Signature: Rating Official's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Summary Rating Date: Initial Summary Rating Element Rating Element Rating Critical Element Initial Summary Rating Element Rating Element Rating Element Rating Element Rating Element Rating Initial Summary Level Ranges Initial Summary Level Ranges Initial Summary Level Ranges Initial Summary Level Ranges Initial Summary Rating Initial Summary Level Ranges Initial Summary Rating Initial	Executive's Name (Last, Firs	st, MI): David A. Bloo	om			Apprai	isal Pd. 10/1/13 -	- 9/30/14
Title: Acting Deputy CFO Rating Official's Name (Last, First, MI): FROEKLICK, MARYANN CA NT LIT/LE Date: LIT/LIT/LIT/LIT/LIT/LIT/LIT/LIT/LIT/LIT/	Executive's Signature:	(1 4000	W			-		
Rating Official's Name (Last, First, MI): Rating Official's Signature: Part 2. Progress Review Executive's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Summary Rating Initial Summary Rating Initial Signature: Executive's Initials: Higher Level Review (if applicable) I request a higher level review. Executive's Initials: Higher Level Review Completed Higher Level Review Board Recommendation PRB Chair Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Final Initial If changed) Leading Change Leading People Business Acumen 10 10 10 10 10 200-299 = Level 3 200-299 = Level 2	Title: Acting Deputy CFO							-
Rating Official's Signature: Part 2. Progress Review Executive's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Summary Rating Element Rating Critical Element Initial I	Rating Official's Name (Last	, First, MI):	FPDOLL	al Maa				-
Part 2. Progress Review Executive's Signature: Rating Official's Signature (Optional): Part 3. Summary Rating Initial Init		m. 7	1 RUENCI	CA, IVIAR	YANN			<u> </u>
Executive's Signature: Rating Official's Signature: Reviewing Official's Signature: Reviewing Official's Signature: Part 3. Summary Rating Initial Summary Rating Rating Official's Name (Last, First, M)): Rating Official's Signature: Executive's Signature: Executive's Signature: Executive's Signature: Reviewing Official's Signature (If applicable) I request a higher level review. Higher Level Review Completed Higher Level Review Fignature: Part 4. Derivation Formula and calculation of Annual Summary Rating Element Rating Appointing Authority Signature: Part 4. Derivation Formula and calculation of Annual Summary Rating Element Rating Critical Element Leading Change Leading People B. Business Acumen B. Building Coalitions 5. Results Driven Date: 4/17/2014 Date: Part 3. Summary Rating Date: 1/1/1/1/1/1/1/1/1/1/1/1/1/1/1/1/1/1/1/	The second second second second second second	They The				Date:	12/20/13	
Rating Official's Signature: Reviewing Official's Signature (Optional): Part 3. Summary Rating Initial Summary Rating Rating Official's Name (Last, First, Mi): Giral McCaramy Rating Official's Signature: Executive's Signature: Executive's Signature: Executive's Signature: Reviewing Official's Signature (If applicable) I request a higher level review. Executive's Initials: Higher Level Review Gompleted Higher Level Reviewer Signature: Part 4. Derivation Formula and calculation of Annual Summary Rating Element Rating Critical Element Leading Change Leading People B. Business Acumen B. Business Acumen B. Building Coalitions G. Results Driven Date: Part 3. Summary Rating Commendable Effective Needs Unsatisfactory Improvement Needs Initial (If (1) (1) (1) (1) Needs Unsatisfactory Improvement Needs Unsatisfactory Improvement Needs Unsatisfactory Improvement Needs Unsatisfactory Improvement Needs Initial (If (1) (1) (1) (1) Needs Unsatisfactory Improvement Needs Initial (If (1) (1) (1) (1) Needs Improvement Needs Initial (If (1) (1) (1) (1) Needs Improvement Needs Initial (If (1) (1) (1) (1) Needs Improvement Needs Initial (If (1) (1) (1) (1) (1) Needs Improvement Needs Initial (If (1) (1) (1) (1) (1) (1) Needs Initial (If (1) (1) (1) (1) (1) (1) (1) (1) Needs Initial (If (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)	The second secon	1	the Millianness	国 、伊尼亚人				
Rating Official's Signature: Part 3. Summary Rating Initial Signature: Executive's Signature: Initial Summary Rating Initial Signature: Initial Summary Rating Initial Signature: Initial Summary Rating Initial Summary Level Ranges Initial Summary Rating Initial Summary Rating Initial Summary Rating Initial Summary Level Ranges Initial Summary Rating		(100)		_		Date:	4/17/2019	4
Reviewing Official's Signature: Commendable Effective Needs Improvement	Rating Official's Signature:	Mayon	- Fral	ee		Date:	The second secon	
Part 3. Summary Rating Commendable Effective Needs Improvement	Reviewing Official's Signatur	re (Optional):				Date:	167719	
Rating Official's Name (Last, First, MI): Gina McCANSHY Rating Official's Signature: Executive's Signature: Reviewing Official's Signature (Pational): Higher Level Review (if applicable) I request a higher level review. Executive's Initials: Higher Level Review Completed Higher Level Review Board Recommendation PRB Chair Signature: Performance Review Board Recommendation PRB Chair Signature: Date: Date: Port 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Final Initial (if changed) Summary Level Ranges 475-500 = Level S 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 300-399 = Level 3 200-299 = Level 2	Part 3. Summary Rating			(b)	(6)			
Rating Official's Name (Last, First, MI): Gina McCANSHY Rating Official's Signature: Executive's Signature: Reviewing Official's Signature (Pational): Higher Level Review (if applicable) I request a higher level review. Executive's Initials: Higher Level Review Completed Higher Level Review Board Recommendation PRB Chair Signature: Performance Review Board Recommendation PRB Chair Signature: Date: Date: Port 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Final Initial (if changed) Summary Level Ranges 475-500 = Level S 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 300-399 = Level 3 200-299 = Level 2								
Rating Official's Name (Last, First, MI): Gina McCanary Rating Official's Signature: Executive's Signature: Reviewing Official's Signature (Potional): Date: 11/17/1/ Date	Initial Summary Rating	utstanding Co	mmendable	Effective		Veeds	Unsatio	sfactory
Rating Official's Signature: Executive's Signature: Reviewing Official's Signature (**ptional): Date:		<u>_</u>			16.5			sidetory
Rating Official's Signature: Executive's Signature: Reviewing Official's Signature (**ptional): Date:		First, MI): GIMA	McCAR	My			•	
Reviewing Official's Signature (**ptional**): Date: Higher Level Review (if applicable)	Rating Official's Signature:	MAR	7)	1		Date:	11/17/16	The same
Reviewing Official's Signature Optional): Higher Level Review (if applicable) I request a higher level review. Executive's Initials: Higher Level Review Completed Higher Level Reviewer Signature: Performance Review Board Recommendation PRB Chair Signature: Annual Summary Rating Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Date: Dat	Executive's Signature:	mu	10 6	XX-3	3	-	ula lul	1/4/1
Higher Level Review (if applicable) I request a higher level review. Executive's Initials: Higher Level Review Completed Higher Level Reviewer Signature: Performance Review Board Recommendation PRB Chair Signature: Annual Summary Rating Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element Critical Element Leading Change Leading Change Leading People B. Business Acumen B. Building Coalitions G. Results Driven Executive's Initials: Date: Da	Reviewing Official's Signatur	e (Optional):	1	0)	<u> </u>		11111119	11/18/1
I request a higher level review. Executive's Initials:						Date:		
Higher Level Review Completed Higher Level Reviewer Signature: Performance Review Board Recommendation PRB Chair Signature: Annual Summary Rating Appointing Authority Signature: Part 4. Derivation Formula and calculation of Annual Summary Rating Element Rating Critical Element L. Leading Change L. Leading People S. Business Acumen B. Building Coalitions G. Results Driven L. Leading Devel S. Business Driven L. Leading Coalitions L. Leading			aitiala:					
Higher Level Reviewer Signature: Performance Review Board Recommendation PRB Chair Signature: Annual Summary Rating Appointing Authority Signature: Part 4. Derivation Formula and alculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Date: Date: Date			micials:		(b)			
Performance Review Board Recommendation PRB Chair Signature: Annual Summary Rating Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element Leading Change Leading Change Leading People B. Business Acumen B. Building Coalitions C. Results Driven Date: Date:								
Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Date: Part 4. Derivation Formula and Calculation of Annual Summary Rating Score Final Initial (if changed) Weight Initial (if changed) Summary Level Ranges 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2								
Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Date: Da	Performance Review Board	Recommendation	Manager 2					
Appointing Authority Signature: Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Date: Score Final Initial (if changed) Weight Initial (if changed) Summary Level Ranges 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2	PRB Chair Signature:	Vantit!						
Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Element Rating Score Final Initial (if changed) Weight Initial (if changed) Weight Initial (if changed) Summary Level Ranges 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2	Annual Summary Rating	0						
Part 4. Derivation Formula and Calculation of Annual Summary Rating Element Rating Critical Element 1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven Element Rating Score Final Initial (if changed) Weight Initial (if changed) Weight Initial (if changed) Summary Level Ranges 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2	Appointing Authority Signatu	re: MAA	100				Date	
Element Rating Critical Element Initial (if changed) Leading Change Leading People B. Business Acumen Building Coalitions Results Driven Element Rating Score Final Initial (if changed) Weight Initial (if changed) Summary Level Ranges 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2	Part 4. Derivation Formula a	and Calculation of An	nual Summai	ry Rating	E Side ozybanest	72/25/27	Date.	
Critical Element Leading Change Leading People B. Business Acumen B. Building Coalitions C. Results Driven Final Final Initial (if changed) Weight Initial (if changed) Weight Initial (if changed) Final Final Final (b) (6) 475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2			iliaai Jaiiiiilai					
Critical Element Initial (if changed) Weight Initial (if changed) Summary Level Ranges 1. Leading Change 20 475-500 = Level 5 2. Leading People 30 400-474 = Level 4 3. Building Coalitions 10 300-399 = Level 3 5. Results Driven 50 200-299 = Level 2	(post of the second			30				
1. Leading Change 2. Leading People 3. Business Acumen 4. Building Coalitions 5. Results Driven 5. Coalitions 5. Coalitions 5. Results Driven 5. Coalitions 5. Coalitions 6. Coalitions 7. Coalitions 6. Coalitions 7. Coalitions 6. Coalitions 7. Coalitions 6. Coalitions 7. Coalitions	***************************************	(if changed)	Weight	Initial	(if changed)	Su	mmary Level Rar	nges
3. Business Acumen 400-474 = Level 4 3. Building Coalitions 10 300-399 = Level 3 200-299 = Level 2		(0)		(b) (6)				
1. Building Coalitions 10 300-399 = Level 3 200-299 = Level 2								
5. Results Driven 50 200-299 = Level 2			12001000					
And Company of the Co	The state of the s							
100%		A SEASON OF THE						
	1001		100%			, C.	3.00 20001 1 =	CCVCII

Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

Element Rating L	evel Points
-------------------------	-------------

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points



Part 1. Consultation. I have reviewed this plan and have been consulted on it	its development
Executive's Name (Last, First, MI): David A. Bloom	Appraisal Pd. 10/1/13 – 9/30/14
Executive's Signature:	Date: 12/20/2013
Title: Acting Deputy CFO	
Rating Official's Name (Last, First, MI): FROELICL MARKET	Organization: OCFO
Rating Official's Signature: FROEKLICK, MARYA	CA NC LT/LE
Part 2. Progress Review	Date: 12/20/13
Executive's Signature:	
Rating Official's Signature: Mayor Frolle	Date: 4/17/2014
Reviewing Official's Signature (Optional):	Date: 4/17/14
Part 3. Summary Rating (b) (6)	Date:
The state of the s	
Initial Summary Rating Outstanding Commendable Effective	Needs Unsatisfactory Improvement
Rating Official's Name (Last, First, Mil): Gina McCallany	improvement
Rating Official's Signature:	Date: 11/11/14
Executive's Signature:	Date: 11/17/11/ 1/he/
Reviewing Official's Signature (optional):	Date: 7/1/19/1
Higher Level Review (if applicable)	Date.
☐ I request a higher level review. Executive's Initials:	Date:
Higher Level Review Completed	Date:
Higher Level Reviewer Signature:	Date.
Performance Review Board Recommendation Level 5 Level 4	
PRB Chair Signature:	
Annual Summany Bating	Date:
Appointing Authority Signature:	
Part 4. Derivation Formula and Calculation of Annual Summary Rating	Date:
	Final
Critical Element Initial (if changed) Weight Initial (if ch	nanged) Summary Level Ranges
Leading Charige	
. Business Acumen 20	475-500 = Level 5 400-474 = Level 4
. Building Coalitions 10	300-399 = Level 3
T 10	
. Results Driven 50	200-299 = Level 2

-				
Executive Name and ID:	David A. Bloom	Appraisal P	Period: 10/1/13	3 - 9/30/14
Critical Element 1. Leading Cl		(Minimun	n weight 5%)	(b) (6)
improvements, ranging from in change and continuity; continu encourages creative thinking,	ncremental improvem ually strives to improve collaboration, and trar	at integrates key organizational and prosituations, implementing innovative solents to major shifts in direction or approse service and program performance; cresparency; and maintains program focus	utions to make bach, as approp	organizational riate. Balances
Agency-Specific Performance I Not used at this time.	Requirements			
6				
Rating Official Narrative:		(b) (6)		
Name VIII a Nama VE		(b) (6)		
Critical Element Rating – Leadii	ng Change	(0) (0)		
Critical Element 2. Leading Pe		(Minimum	n weight 5%)	(b) (6)
that fosters the development of collaboration, cooperation, and performance plans are aligned and that employees are realistic employees accountable for appretains, and develops the talent	of others to their full point teamwork, and supposed the organization of the organizat	ployee potential, connects the organiza enization's vision, mission, and goals. Protential; allows for full participation by a prts constructive resolution of conflicts. It is mission and goals, that employees recollerly defined and communicated performance and conduct. Seeks and considering quality, diverse workforce that reflectives while supporting workforce diverses.	rovides an inclusion inclusion inclusion inclusion included including includ	sive workplace acilitates yee re feedback, lards. Holds nput. Recruits,
Employee is personally engaged initiatives, including action item cooperative, and productive rel EPA's mission. Ensures complian Orders. Engages in proactive eff When conflict arises, participate EEO Counseling activities, and E	d in the development and in the Age at identified in the Age at ionships between all nice with applicable equations to minimize work as actively in EEO process actively in EEO process and mination and/or harast	nd success of Agency Civil Rights, EEO, a ncy's Management Directive 715 Report employees including diverse individual ual employment opportunity laws, regulplace conflict and enhance management esses and resolution efforts, including all hearings. Applies Merit Systems Principles sment, and initiates appropriate action inclusion within the workplace.	t. Promotes responders and teams in some lations, policies, it-employee construction as appropriate as appropriates as appropriates.	pectful, support of , and Executive mmunication. te resolution,

Rating Official Narrative: (b) (6)

Critical Element Rating - Leading People

Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

Critical Element Rating – Building Coalitions

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative	(b) (6)	
Critical Element Rating – Business Acumen	(b) (6)	
Critical Element 4. Building Coalitions	(Minimum weight 5%)	(b) (6)
parties to maximize input from the widest range diverse groups and strengthen internal and external convincing manner and negotiates with individu	nd external stakeholders or customers. Coordinates with apper of appropriate stakeholders to facilitate an open exchange ernal support. Explains, advocates, and expresses facts and invals and groups internally and externally, as appropriate. Detained in the internal and external politics that affect the	of opinion from deas in a velops a
Agency-Specific Performance Requirements		
Not used at this time.		
1		
Rating Official Narrative:	(b) (6)	

Executive	Name and	ID:	David A	Bloom
	uiiic aiia	10.	David A.	DIOUIII

Critical Element 5. Results Driven

(Minimum Weight 20%)

(6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.



Critical Element Rating – Results Driven

(b) (6

Part 6: Summary Rating Narrative (Mandatory) Supervisor must provide comment for all ratings.

David Bloom



Small M

Executive Name and ID: David Bloom	Rating Period: 10/1/2013-9/30/2014
Part 7: Executive's Accomplishment Narrative – Executive must provi Diversity within the 2 pages provided. Calibri 10 font required.	ide narrative for all Critical Elements and EEO and



Section E								
	Senior Execu	itive Deve	elopment Pla	an				
Employee Name (Last, First, MI)			Performance Period					
Bloom, David A.		From: 1/01/14	To:	o: 12/31/2015				
Long Term Goal:	(b) (6)	Short Term Goal:		(b) (6)				
Career Goals &	Development Objectives	Specific Development Activities						
Goa	als/Objectives		Agáirtíte		Time Frame			
	(b) (6)				2014 – 2015			
					2014 – 2015			
					2014			
					2015			
					2014 - 2015			
	Employee				-			
Discussion and/or approval of the Individual Development Plan.	Employee Signature				pproving Official			
	(NOTE	Signature	Fulle	Signature				
	12 /10/2013	Date (2	120/13	Date	3			

EPA Form 3140-32 (9-09)



					515				
Part 1. Consultation. /	have reviewed this p	lan and have beer	consulted	on its developn					
Executive's Name (Last, First, MI): Kathleen S. O'Brien				Appraisal Pd. 10/1/13 – 9/30/14					
Executive's Signature: Tettlent. Home			Date: 12/18/2013						
Title: Director, Office	Title: Director, Office of Planning, Analysis, and Accountability				Organization: OCFO				
Rating Official's Name (Last, First, MI):	BLoom, D.	avid A.		CA NC LT/LE				
Rating Official's Signatu	re: (/\ d)	130			Date: 12/20/2013				
Part 2. Progress Review	v		E TO BEST						
Executive's Signature:	Vathley	4 orange			Date: 4/11/2010				
Rating Official's Signatu	re:	0-36			Date: 4/11/2014				
Reviewing Official's Sign	nature (Optional):				Date:				
Part 3. Summary Rating	g (19)	the manufacture of		(b) (6)					
,				(b) (6)					
Initial Summary Rating	Outstanding	Commendable	Effecti	ve N	Needs Unsatisfactory				
Boting Official/a Name //	5:	_	1 1	1	mprovement				
Rating Official's Name (L		som, Dav	V A						
			Date: 10 27/14 Date: 10 27/14						
Executive's Signature: within f. Ohner				Date: 10 /27/2014					
Reviewing Official's Signature (Optional):				Date:					
Higher Level Review (if	applicable)								
☐ I request a higher lev	vel review. Executiv	ve's Initials:			Date:				
Higher Level Review Con	npleted			(b	9) (6)				
Higher Level Reviewer Si	gnature:								
Performance Review Bo	ard Recommendation	n							
PRB Chair Signature:	Sanh	1							
Annual Summary Rating		V							
Appointing Authority Sig	nature:	MIN	8		Date:				
Part 4. Derivation Form	ula and Calculation o	of Annual Summa	ry Rating		Bering the company of the control of				
	Element Rating			Score					
California I El	Final	- No. 1		Final					
Critical Element 1. Leading Change	Initial (if chang (b) (6)	ed) Weight 10	Initial (b)	(if changed)	Summary Level Ranges				
2. Leading People		20	(8)		475-500 = Level 5				
3. Business Acumen		10			400-474 = Level 4				
4. Building Coalitions		10			300-399 = Level 3				
5. Results Driven		50			200-299 = Level 2				
Total		100%			Any CE rated Level 1 = Level 1				

Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

Element Rating Level Points	
	Level 5 = 5 points
	Level 4 = 4 points
	Level 3 = 3 points
	Level 2 = 2 points
×	Level 1 = 0 points
₽	



Part 1. Consultation.	I have revie	ewed this plan	and have beer	n consultea	on its de	velopr	nent.	000-80 f - 000-0-700		
Executive's Name (Last, First, MI): Kathleen S. O'Brien				Appraisal Pd. 10/1/13 – 9/30/14						
Executive's Signature: Tetlent. Home					Date: 12/18/2013					
Title: Director, Office				У			Organ	nization:	OCF	0
Rating Official's Name	(Last, First,	MI):	BLoom, D.	Avid A.			CA	NC 🗌	LT/LI	E 🗌
Rating Official's Signatu	ıre: (//	LOG	9				Date: 12/20/2013			
Part 2. Progress Revie	w						·			
Executive's Signature:	Pat	blent a	Brew				Date: 4/11/2014			
Rating Official's Signatu	ıre:		36				Date: 4/11/2014			
Reviewing Official's Sign	nature (Opi	tional):		47			Date:			
Part 3. Summary Ratin	g			(1	b) (6)					
Initial Summary Rating	Outstan	ding	mmendable	Effecti	ve		Veeds	ment	Un	satisfactory
Rating Official's Name (Last, First, MH): Bloom Day of A										
Executive's Signature: (which, Ohner)				Date: 10/27/14 Date: 10/27/2014						
Reviewing Official's Signature (Optional):				Date:						
Higher Level Review (if	applicable)							ēs		
☐ I request a higher level review. Executive's Initials: Date:										
Higher Level Review Completed						Date:				
Higher Level Reviewer S	ignature:	70 to con 10								
Performance Review Bo	ard Recom	mendation	Level !	5 🔲 l	evel 4	Le	evel 3	Leve	12	Level 1
PRB Chair Signature:								Date:		
Annual Summary Rating			Le	evel 3 Level 2 Level 1			Level 1			
Appointing Authority Signature:				Date:						
Part 4. Derivation Formula and Calculation of Annual Summary Rating										
	Elem	ent Rating			Score					
Critical Flament	Initial	Final	Weight	Initial	Fina				احتنما	D
Critical Element 1. Leading Change	Initial (b) (6)	(if changed)	Weight 10	(b) (6)	(if chang	geu)	5	ummary	revel	ranges
2. Leading People			20					475-500) = Le	vel 5
3. Business Acumen			10					400-474	l = Le	vel 4
4. Building Coalitions			10					300-399) = Le	vel 3
5. Results Driven			50					200-299		
Total			100%				Any (CE rated L	evel	1 = Level 1

Critical Element 1. Leading Change

(Minimum weight 5%)

(b) (6

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements Not used at this time.

Rating Official Narrative:

(b) (6)

Critical Element Rating – Leading Change

(b) (b

Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

Rating Official Narrative

(0)

Critical Element Rating - Leading People

(b) (6

Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

Critical Element Rating - Building Coalitions

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:	(0) (0)
	(b) (6)
Critical Element Rating – Business Acumen	(-) (-)
Critical Element 4. Building Coalitions	(Minimum weight 5%) (b) (6)
parties to maximize input from the widest range diverse groups and strengthen internal and exter convincing manner and negotiates with individual	external stakeholders or customers. Coordinates with appropriate of appropriate stakeholders to facilitate an open exchange of opinion from nal support. Explains, advocates, and expresses facts and ideas in a also and groups internally and externally, as appropriate. Develops a and identifies the internal and external politics that affect the work of the
Agency-Specific Performance Requirements	
Not used at this time.	
71 }#8	#
o i official N	(b) (6)
Rating Official Narrative	(b) (6)

Executive	Name	and ID	: Kathleer	ıS.	O'Brien
-----------	------	--------	------------	-----	---------

Appraisal Period: 10/01/2013-9/30/2014

Critical Element 5. Results Driven

(Minimum Weight 20%)

(b) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Rating Official Narrative:	(b) (6)
	(b) (6)
Critical Element Rating – Results Driven	(0) (0)

Critical Element 5. Results Driven – Overflow page for up to 8 more performance requirements; Calibri 10 font required. (b)(6)

Kathy Obrien

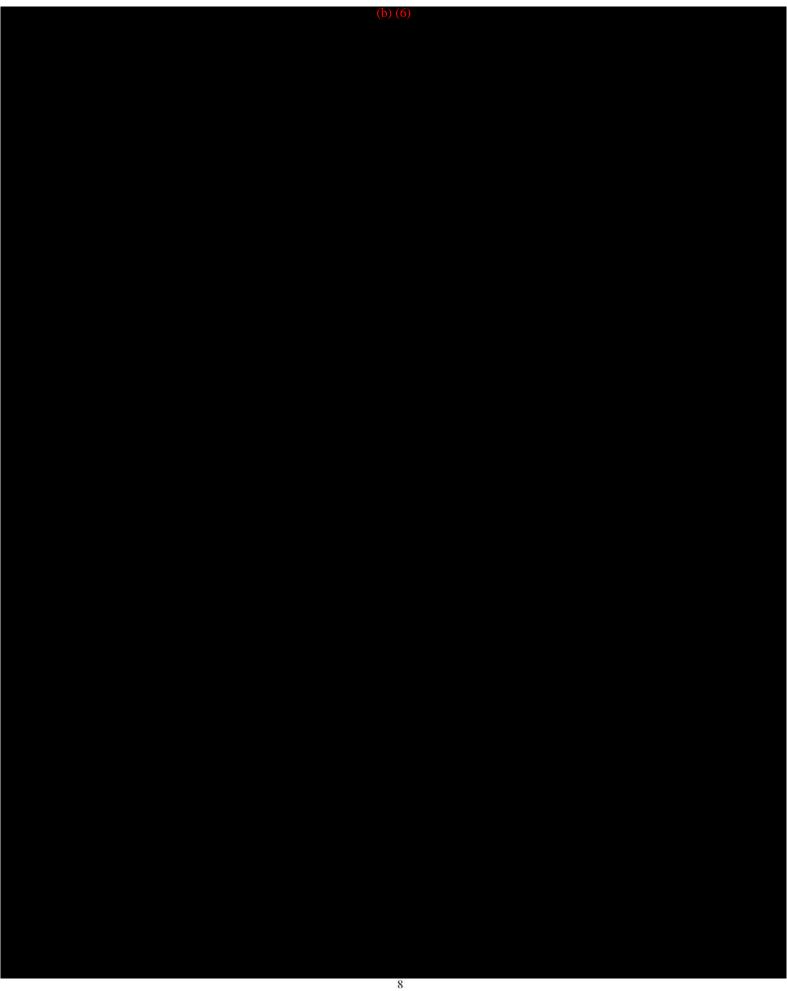


Executive Name and ID: Kathleen S. O'Brien

Rating Period: 10/01/2013-09/30/2014

Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements and EEO and Diversity within the 2 pages provided. Calibri 10 font required.

(b)(6)



Section E					
	Senior Executive Inc	dividua	al Developmer	nt Plan	
Employee Name (Last, First, MI)			Performance Period		
Kathleen Sedlak O'	Brien		From: 1/01/2013	To:	12/31/2014
Long Term Goal:	(b) (6)	Short Term Goal:		(b) (6)	
Career Goals	& Development Objectives		Specific Deve	elopment /	Activities
	Description (b) (6)		Description		Time Frame
					2013-2014
					2013-2014
					2013-2014
					2010 2014
-	Employee		Supervisor	An	proving Official
Discussion and/or approval of the Individual	Signature Sthend Ofmen	Signature		Signature	Till
Development Plan.	Date / /2013	Date	6/7/13	Date	chla

EPA Form 3140-32 (9-06)

SES Performance Management System Executive Performance Agreement



							34.3		
Part 1. Consultation. I have reviewed this plan and have been consulted on its development.									
Executive's Name (Last, First, MI): Quentin Jones							10/1/13 - 9/30/14		
Executive's Signature:	DIVI		D			Date: 7/1/18			
Title: Director, Office o	Organization: OCFO								
Rating Official's Name (L	ast, First, I	MI): BLOOM	, DAVID	A.		CA NC LT/LE			
Rating Official's Signatur	e: ()	8:00	8			Date: 1/8/2014			
Part 2. Progress Review							1.01		
Executive's Signature:		apper	M	5		Date: 9/	11119		
Rating Official's Signatur	e: (& OF S	2		**	Date: 4/17	12014		
Reviewing Official's Signa	ature (Opti	ional):				Date:			
Part 3. Summary Rating		61 10	安州(0)。	(b) (6)	A STATE OF THE STA			
288									
Initial Summary Rating	Outstand	ding Cor	mmendable	Effectiv	II	leeds mprovement	Unsatisfactory		
Rating Official's Name (L	ast, First, N	11): Bloo.	m Da	, d, L		nprovement			
Rating Official's Signature	e: (4	Morse	, 540	-/	1	Date: 10 /2	4/14		
Executive's Signature:							V/Y		
Reviewing Official's Signature (Optional):							V		
Higher Level Review (if a	ipplicable)			W-0					
☐ I request a higher lev	el review.	Executive's I	nitials:			Date:			
Higher Level Review Com	pleted				(b) ((6)			
Higher Level Reviewer Si	gnature:								
Performance Review Boo	ard Recom	mendation							
PRB Chair Signature:	all.	ente	7						
Annual Summary Rating	/	1							
Appointing Authority Sign	nature:	wa	TO	1		Date:			
Part 4. Derivation Form	ula and Ca	ation of An	nual Summai	ry Rating	ave at the	approximation.			
	Elem	ent Rating			Score				
Critical Element	Initial	Final (if changed)	Woight	Initial	Final	Cumman	Lavel Banges		
1. Leading Change	(b) (6	i)	Weight 10	(b) (6	(if changed)	Summar	y Level Ranges		
2. Leading People			20				00 = Level 5		
3. Business Acumen			10				74 = Level 4		
4. Building Coalitions	-		10				99 = Level 3		
5. Results Driven			50				99 = Level 2		
Total			100%			Any CE rated	Level 1 = Level 1		

Floment Pating Lavel Paints

Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

Liellielit Katliig Level Foliits	
(360)	Level 5 = 5 points
	Level 4 = 4 points
	Level 3 = 3 points
N ^o	Level 2 - 2 points

Level 2 = 2 points

Level 1 = 0 points

SES Performance Management System Executive Performance Agreement



Part 1. Consultation.	l have revi	ewed this plan	and have bee	n consulted	d on its a	levelopi	ment.			
Executive's Name (Last, First, MI): Quentin Jones							Appraisal Pd. 10/1/13 – 9/30/14			
Executive's Signature:								Date: DIMR		
Title: Director, Office	of Techno	logy Solutions		0			Orgai	nization:	OCF	0
Rating Official's Name	Last, First,	MI): BLook	M, DAVIC	ł A.			CA	NC 🗌	LT/L	E 🗌
Rating Official's Signatu	ire:	N. 80.3	8				Date:	1/8/	1201	4
Part 2. Progress Review	N				- T				101	
Executive's Signature: Date: 4/17/14										
Rating Official's Signatu	re:	1 000	2				Date:	4/17	10	14
Reviewing Official's Sign	nature (Op	tional):			PHER.		Date:			<u> </u>
Part 3. Summary Ratin	g			((b) (6)					
	T									
Initial Summary Rating	Outstar	nding Co	mmendable	Effect	ive	1 .	Needs mprove	ment	Un	satisfactory
Rating Official's Name (ast, First,	MI): Bloo	M. Day	٠, ۵	Δ		mprove	ment		
Rating Official's Signatu	re:	Me	, —	_/			Date:	10/2	4/1	Ч
Executive's Signature:	200	why	my	/			Date: /6/24/4			
Reviewing Official's Signature (Optional): Date:										
Higher Level Review (if	applicable,)								
I request a higher lev	el review.	Executive's I	nitials:				Date:			
Higher Level Review Cor	npleted						Date:			
Higher Level Reviewer Si	gnature:									
Performance Review Bo	ard Recon	nmendation	Level	5	Level 4	Le	evel 3	Leve	el 2	Level 1
PRB Chair Signature:		11						Date:		
Annual Summary Rating			Level	5 🔲	Level 4	Le	evel 3	Leve	12	Level 1
Appointing Authority Sig	nature:			1				Date:		
Part 4. Derivation Form	ula and Ca	Iculation of An	nual Summai	ry Rating		-				
	Elem	ent Rating			Score					
Critical Element _	Initial	Final (if changed)	Weight	Initial	Fir				ا میرما	Danasa
1. Leading Change	(b) (6)	tir Changed)	Weight 10	Initial (b) ((if cha	ngea)	3	ummary	Level	Kanges
2. Leading People			20					475-500) = Le	vel 5
3. Business Acumen			10					400-474		100.00000 100
4. Building Coalitions			10					300-399		
5. Results Driven			50					200-299		THE STATE OF THE S
Total	3.534.3		100%				Any	LE rated l	_evel	1 = Level 1

Appraisal Period: 10/1/13 - 9/30/14

Critical Element 1. Leading Change

(Minimum weight 5%)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Not used at this time.

Pating Official Narrative

(-) (-)

Critical Element Rating - Leading Change

(0) (0)

Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

Rating Official Narrative:

(b) (6)

Critical Element Rating - Leading People

(b) (6

Quentin Jones

Appraisal Period: 10/1/13 - 9/30/14

(Minimum weight 5%) Critical Element 3. Business Acumen

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:

Critical Element Rating – Business Acumen

(Minimum weight 5%)

Critical Element 4. Building Coalitions

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

Not used at this time.

Rating Official Narrative:

Critical Element Rating - Building Coalitions

Critical Element 5. Results Driven

(Minimum Weight 20%)

(b) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

	(b) (6)	
Rating Official Narrative:	(b) (6)	
Rating Official Natrative.		
Critical Element Rating – Results Driven	(b) (6)	Ī

Executive Name and ID:

Appraisal Period:

Critical Element 5. Results Driven - Overflow page for up to 8 more performance requirements; Calibri 10 font required.

	(b) (b)	
		1
Part 6: Summary Rating Narrative (Mandatory) Supervisor	must provide comment for all ratings. (b) (6)	

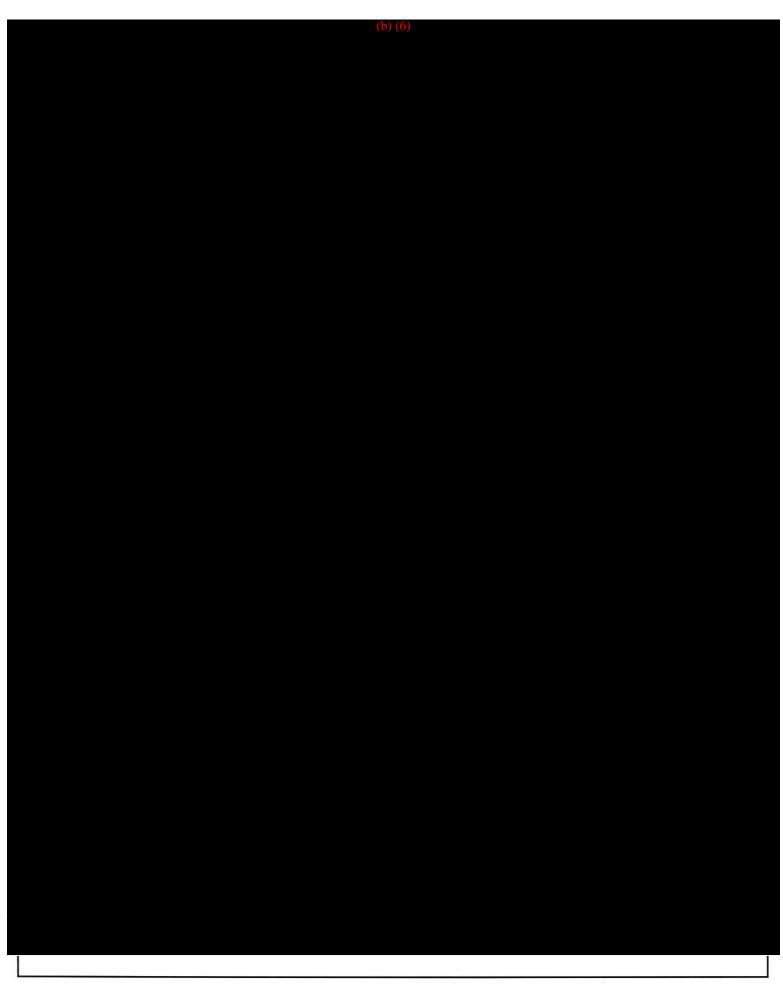
Quentin Jones



Executive Name and ID: Quentin Jones Rating Period: 10/1/13 – 9/30/14

Part 7: Executive's Accomplishment Narrative — Executive must provide narrative for all Critical Elements and EEO and Diversity within the 2 pages provided. Calibri 10 font required.

(b)(6)



Section E		Senior	Executiv	e Dev	/elopm	ent Plan	1		
Employee Name (Last, First, MI)				21064-41-217	Performan	ce Period			
	Jones, 0	Quentin X			From:	1/1/13	To	12/31/14	
Long Term Goal:		(b) (6)	Short Term Goal:				(b) (6)		
Career	Goals & Objec	Development tives		S	pecific	Developm	nent Act	ivities	
	Goals/Ob	jectives			А	ctivity			Time Frame
			(b) (6)						2013-2014 Ongoing
									2013-2014
									Ongoing
									2013-2014
									Ongoing
									2013
									2014
					Cupari		T	Approving (Official
Discussion a approval of the Individual De	ne	Signature SUM	2	Signatur		el	Signatur		, moral
Plan.		Date/	y.	Date	1/2	/13	Date		

EPA Form 3140-32 (9-09)